

DRMI Newsletter

Defense Resources Management Institute, Naval Postgraduate School, Monterey, California

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DRMI Activities

The semi-annual meeting of the DRMI Policy Guidance Council (PGC) was held at NPS on 16 July. Members of the Council attending were Dr. Dov Zakheim, Undersecretary of Defense (Comptroller) and chair of the PGC, Dr. David Chu, Undersecretary of Defense for Personnel and Readiness, and Mr. Peter Rodman, Assistant Secretary of Defense for International Security Affairs. Other attendees included Dr. Wayne Schroeder, Deputy Undersecretary of Defense (Resource Planning/Management) and Mr. Sven Kraemer, Policy Advisor to the Undersecretary of Defense for Policy. Items on the agenda included a review of DRMI's future course schedules, an update on the proposal to replace the two wings of Herrmann Hall with modern living quarters and a report on the survey of DoD schools involved in international education conducted by C.J. LaCivita and other NPS personnel. The Council reaffirmed its support for the Institute and its programs. Three members of the Council, Drs. Zakheim and Chu and Mr. Rodman also spoke to the SIDMC that was then in session. Their session with course participants was highly informative and sparked stimulating conversations.

DRMI has continued to add more participants to its more than 26,500 total. Three resident courses were completed since the last newsletter. The Senior International Defense Management Course had 54 officials from 36 countries. The two remaining Defense Resources Management Courses added another 64 Americans and 38 internationals from 20 countries.

DRMI taught another resources management module in the Malaysian Armed Forces Defence College (MAFDC) during the period 21 July - 1 August. This was the eighth mobile course to Malaysia since 1983. Forty participants attended the course and were rewarded with two examinations, the only course taught by DRMI with exams. The exams are important to the accreditation process of the MAFDC even though they are not enjoyed by the participants.

For the fifth time since 2000, DRMI conducted a mobile course in South Africa. This year's

course was held about an hour and a half from Pretoria at a self-contained conference facility. The distance from the city allowed the 40 participants to give their full attention to the course. This was a senior level course that was especially tailored for a truly high-ranking group of military and civilian officials. Seventeen generals and admirals were included in the group as were three senior civilians from Swaziland.

Also for the fifth time in six years, DRMI taught a mobile course at the Kenya Commercial Bank training facilities outside of Nairobi. This year's course had 34 participants, including one each from Zambia, Tanzania, Uganda, and Rwanda. The non-Kenyan participants are in Nairobi attending the National Defence College.

DRMI returned to Ottawa with another mobile course 9-18 September. This was the second course in Canada, the first having occurred in 2000. This year's offering worked with participants from the offices of Force Planning, Defence Analysis, Strategic Planning, Strategic Change, Finance, Material, and Information Management.

DRMI closed out the fiscal year with a course at the National Defense College of Argentina, September 15-26. A total of 50 participants attended the course. Participants included members of the Senior Staff course held at the National Defense College and members of the Masters in National Defense program. This was the 13th course delivered in Argentina since 1991, the most received in any country.

On the schedule for FY2004 are courses in Macedonia, Guatemala, Honduras, Argentina, Thailand, Tajikistan, Malaysia, South Africa, Kenya, Belize, and Slovakia.

Video Tele-Conferencing Equipment Installed

The John E. Dawson Memorial Lecture Hall was recently updated with the addition of a two-way Video Tele-Conferencing (VTC) system. The installation of this equipment will allow DRMI to significantly expand its guest lecture program by adding subject matter experts to the curriculum without having to ask them to leave their job for

the two to three days currently required to actually bring them to Monterey.

Faculty and Staff News

We welcomed and lost Scott Ramos, part-time assistant in the DRMI Academic Materials Office, who took a full-time position in the IT department. Scott worked for DRMI for only a few months, but we were sad to see him go. We wish him all the best.

Curriculum Developments, Teaching News, and Faculty/Staff Service



DRMI professors Diana Angelis and Kent Wall taught the Financial Management module in the Executive Business Course presented in July at the Naval Postgraduate School. The course is sponsored by the Center for Executive Education (CEE) and

provides a collaborative and powerfully engaging opportunity for admirals, generals and



senior government executives to heighten awareness and deepen personal insights related to innovation, business transformation and financial literacy. Diana lectured on budgeting, cost, and resource management, while Kent presented material

related to cost-effectiveness. The presentations were very well received by the participants and the staff of CEE.



Peter Frederiksen was the invited guest lecture at Supreme Headquarters, Bangkok on August 5th, at the invitation of MGEN Wuttinum, SIDMC 2001, Director, Office of Defense Resources Management. He discussed the recent changes to the Planning, Programming,

Budgeting, and Execution System (PPBES).

Professor Bob McNab taught Economics of Development for Security Building as part of the new Security Building in Post-Conflict Environments Masters track within the Security Studies curricula at NPS. The course is based on a very simple premise, that sustainable economic and political development can only go forward when effective, democratically-controlled institutions can provide security for a nation's people. In nations where U.S. and international forces are providing this security, those forces need to work with civilian development agencies and NGOs to help build indigenous security institutions. Otherwise, military forces risk creating a climate of dependency, in which continued local reliance on those forces slows their exit and impedes progress towards broader political and economic development.

Professor McNab supervised Kenneth Lieberman, an NPS Masters student, who graduated in the summer quarter. He also served on the dissertation committee of Francisco Arze, a Georgia State University Ph.D. in Economics student, who successfully defended his dissertation in August.

Faculty Research and Conference Presentations



Jim Airola attended the Society of Labor Economists' annual meetings in Toronto Sept 24. He acted as a discussant.



John Enns attended the All Volunteer Force: 30 Years of Service conference in Washington, DC, at Fort McNair, September 15-17. The agenda included a panel with Melvin Laird, Martin Andersen, Walter Oi, Steve Herbits and Frederick Dent - all members of the original

Gates Commission that recommended ending the draft. Secretaries Rumsfeld and Wolfowitz spoke about conditions in Iraq. Many interesting

research papers were presented and a variety of opinions were expressed about the future of the Total Force policy. Should anyone be interested in further details, John has copies of the agenda and would be happy to discuss the proceedings.



Bob McNab had two publications during the past three months:

Martinez-Vazquez, J. and McNab, R. (2003). *Fiscal Decentralization and Economic Growth*. World Development 31 (9), 1597-1616.

McNab, R. and Melese, F. (2003). *Implementing GPRA: Examining the Prospects for Performance Budgeting in the Federal Government*. Public Budgeting and Finance 23 (2), 73-95.



He also presented: McNab, R. and Melese, F. A Transaction Cost Guide to Outsourcing, at the Western Economics Association International Annual Meetings in Denver, CO in July.



Natalie Webb attended The Center on Philanthropy's 16th Annual Symposium at Indiana University-Purdue University, Indianapolis, in August. Her co-author, Farley Staniec, also presented their joint paper titled, "Utilization of Infertility Services: How much does money matter?" at the

Western Economics Association meetings in Denver in July.

DRMI Course Catalog and Brochure

DRMI's course catalog and the Defense Resources Management Course brochure are available. If you would like copies, please contact the Admin Office (Mary Andrews-Rookwood) at 831-656-2104 (DSN 756) or send e-mail to DrmiAdmin@nps.navy.mil

Updates from Past Participants

Sad news

LTCOL Ephraim Mawela from South Africa, a member of IDMC02-2, was killed in an automobile accident in August. His Community Hosts, Bob and Rebecca Leidig, were in South Africa planning to travel with LTCOL Mawela and his wife. Unfortunately they got to say a few words at his funeral instead. He was a highly respected freedom fighter and his funeral was a very special five-hour event. He was 41 years old.

Future Courses

Defense Resources Management Course (four-week DRMC):

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| DRMC 04-1 | 5 Jan - 30 Jan 2004 |
| DRMC 04-2 | 19 Apr - 13 May 2004 |
| DRMC 04-3 | 17 May - 11 Jun 2004 |
| DRMC 04-4 | 19 Jul - 12 Aug 2004 |
| DRMC 04-5 | 16 Aug - 10 Sep 2004 |

Please contact Mary Andrews at (831) 656-2104 or DrmiAdmin@nps.navy.mil for quota and enrollment information.

International Defense Management Course (eleven-week IDMC):

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| IDMC 04-1 | 2 Feb - 14 Apr 2004 |
| IDMC 04-2 | 20 Sep - 3 Dec 2004 |

35th annual Senior International Defense Management Course (four-week SIDMC)

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| SIDMC 2004 | 21 Jun - 16 Jul 2004 |
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The DRMI Newsletter is published quarterly by the Defense Resources Management Institute. Questions regarding content or the submission of proposed articles should be directed to the Newsletter Editor, DRMI 64We, 1522 Cunningham Rd, Monterey, CA 93943.